



MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT : Inspector General's Survey of the
Career Training Program

I have received your response to my request for further information on your proposed action regarding the career management of Career Trainees and am satisfied that your plan meets the spirit of the Inspector General's Survey of the Career Training Program.

787 L. K. White

L. K. White
Executive Director-Comptroller

Informal
10/23/67

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29 SEP 1967

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Inspector General's Survey of the CT Program

REFERENCE : Memorandum from Executive Director-Comptroller to DDI, same subject, dated 14 July 1967

1. As you suggested, a review has been made of the Support Services System of CT Career Management and of the concepts being developed by the Clandestine Services. My findings to date do not indicate great differences between the Support and Intelligence Services Systems. I am convinced, however, that a more effective system can be developed to assure desirable assignments of our young professional employees, including CTs. This will tie in with our "comers" program and give the Intelligence Directorate a broader and more conscious program of career management.

2. I plan now to take the following steps:

a. The progress of all new professionals including CTs will be reviewed by each office of assignment when the fitness report is prepared. A check sheet will be designed to record information concerning strengths, weaknesses, progress, anticipated training, projected assignments, etc.

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b. These check sheets will be forwarded to my Administrative Chief whom I shall designate as the Directorate's Career Management Officer. He will be responsible for a complete review of these check sheets, additional interviews as indicated, the negotiation of reassignments between the various offices to assure complete career development, and reporting his findings to the Intelligence Career Service Board of which I am Chairman. This system will also assure the selection of potential Mid-careerists and "comers."

3. For your information we are now conducting a Directorate-wide follow-up study of our Midcareerists to see if they are receiving the assignments and training originally outlined in their five-year plans.

4. It is worthwhile to remember that the philosophy of the Career Management Program of the Intelligence Directorate is necessarily tailored to our own needs. We need to take our younger professional employees, including CT, and first make them specialists. It takes four or five years to develop a good political analyst, contact specialist or economist out of a person with no previous experience. In most cases the individual first must become a qualified area or subject specialist before he can be broadened for management responsibilities, foreign assignment, etc. This broadening is where our Midcareer program and "comers" program take over.

/s/ R. J. Smith

R. J. SMITH
Deputy Director for Intelligence

ODDI Admin:fk (29 Sept 67)

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14 JUL 1967

MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT: Inspector General's Survey of the CT Program

1. I have reviewed your response to the Inspector General's Survey of the CT Program and have noted that you did not concur in Recommendations Nos. 2a and 32. On No. 2a, which recommended that the Director of Training deal with your Administrative Staff in placing CTs in your directorate, I would like to point out that, so far as the Directorate of Intelligence is concerned, this recommendation is closely related to the larger question of CT career management, which is discussed in some detail in the CT Survey in the section leading up to Recommendation No. 32.

2. Recommendation No. 32 recommended that the DDI and the DDP review their systems of CT career development and issue policy statements to their operating components on desirable kinds of assignments for CTs during their early years with the Agency. In your response you stated you felt that such action by you was not necessary or appropriate because of the Directorate of Intelligence's program for identifying promising young professionals, known as "comers," who have the potential for assuming more responsible positions. I am not fully convinced of the effectiveness of your "comer" system. During the survey, members of the survey team who interviewed a number of key officers of the Directorate of Intelligence did not find a general awareness of the "comer" program. They did, however, talk with well-qualified CTs who were reluctant to enter the DDI because of what seemed to them limited career opportunities, except in OCI.

3. I believe that a more effective system of CT career management could help us reduce the current attrition rate among CTs. The Inspector General's Survey of the CT Program commented favorably on the Support Services system of CT career management, and in response to the Survey the Clandestine Services has undertaken a study to consider changes in the monitoring of CT careers. While I well realize that one component's methods may not be suitable for adoption by another component, I suggest that you review the Support Services system and the procedures in the Clandestine Services as they develop, and then again consider the possibility of a stronger and broader system of CT career management in the Directorate of Intelligence. I would appreciate comments from you on this by 1 October 1967.

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L. K. White

Executive Director-Comptroller

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